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ENHANCING ERP / BUSINESS FIT IN THE POST-IMPLEMENTATION PHASE: A KNOWLEDGE-BASED PERSPECTIVE

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Abstract

Despite near saturation of enterprise resource planning (ERP) implementations in both Fortune 500 and medium-to-large organizations, little is known about issues related to ERP in the phase subsequent to implementation and stabilization, hereafter referred to as post-implementation. This research proposes that exploiting the significant investment in ERP requires developing organizational capabilities to enhance fit between system functionality and business needs. Achieving this capability is predicated on effectively leveraging multiple knowledge sources from throughout the organization. Using the knowledge-based view of the firm as a theoretical lens, this research suggests that post-implementation customizations are the result of integrating specialized knowledge held by technical and functional subject matter experts, and that achieving fit between the ERP and the functional business units that utilize the system represents an organizational capability.

Keywords: enterprise resource planning (ERP), knowledge-based view (KBV), post-implementation customization, ERP fit